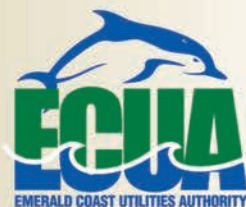




2014



Emerald Coast
Utilities Authority
ANNUAL REPORT





Employees/Leadership in the Community

Employees' Golf Tournament

ECUA's commitment to making a positive difference and improving the quality of life in our community is never-ending. Our employees tirelessly contribute their time, resources and talents to several charitable efforts annually. A few examples of their generosity and caring are highlighted on these pages:

Since 1999, the ECUA Employees' Golf Tournament has raised over \$150,000 for the Sacred Heart Children's Foundation.

Pictured at right, from L to R: Doug Gibson, ECUA; Cat Outzen, Sacred Heart Children's Hospital director of community outreach and children's programs; Ron Doolittle, ECUA; and Bambi Provost, director, Sacred Heart Foundation.



In the Community

ECUA employees can be found around town almost weekly, spreading the word about our varied environmental programs. April is always a busy month with Earth Day events taking center stage. The Perdido Springfest event is an annual favorite where members of the community enjoy fun, games, and take home plenty of information on our Recycling, Flushable Wipes, and FOG (Fats, Oils, and Grease) programs.

At left: ECUA sanitation manager, Gary Dean and ECUA recycling coordinator, Amanda Handrahan.



Easter Fundraiser

ECUA employees hold fundraising activities throughout the year to support the organizations that they assist. This year, our talented crew wrapped beautiful Easter baskets, in addition to a Christmas present-wrapping marathon in support of the Boys and Girls Club.

Boys and Girls Club

The employees of the Emerald Coast Utilities Authority have sponsored a Christmas Party for the Boys and Girls Club of Escambia County for 16 years. The party is hosted by ECUA for the club members on the last day of school before the Christmas break. The core group of volunteers who plan the party help to decorate, serve food and coordinate the games. The children are provided a meal, play games and finally, as a special treat, have a visit from Santa with gifts for the kids. All money, food and gifts are provided through employee efforts, donations and gifts.

Events and organizations ECUA employees support include:

- Sacred Heart Children's Foundation
- American Cancer Society Relay For Life
- The March of Dimes March for Babies
- Boys' and Girls' Club of Escambia County
- United Ways of Escambia and Santa Rosa Counties

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Executive Director's MESSAGE



The ECUA's thirty-third year closed at the end of September 2014, and I join with our elected Board and the dedicated professional staff to proudly present this annual recap of what I believe are remarkable accomplishments by an outstanding public utility.

One of the yardsticks by which a public agency is measured is its fiscal record.

The ECUA is in sound financial condition, as evidenced by our balance sheets and Comprehensive Annual Financial Report (CAFR). This past year, the Government Finance Officers Association presented the ECUA with its twenty-sixth consecutive Certificate of Achievement in Financial Reporting to recognize our accounting and financial reporting. We also conducted a triennial management audit as required in the enabling legislation that created the ECUA in 1981. This year's management audit was complimentary of the ECUA.

The ECUA Board re-emphasized its dedication to the utility systems' customers through its decision to broadcast and archive the monthly meetings. The meetings are now streamed live on the ECUA's website, and both Board and Citizens' Advisory Committee meetings are archived and available for viewing.

On the wastewater side of our business, the National Association of Clean Water Agencies (NACWA) recognized the operation of two of the ECUA's three water reclamation facilities during the 2013 calendar year, through NACWA's Peak Performance Awards program. The Bayou Marcus Water Reclamation Facility earned a Silver Award for compliance with its permit requirements, while the Central Water Reclamation Facility (CWRF) earned the Gold Award for 100% compliance with its permit requirements through the year. Our continuing program to reduce and eliminate inflow & infiltration (I&I) is progressing through dedicated Capital Improvement Program (CIP) funding. In April 2014, ECUA's new state-of-the-art septage receiving facility (SRF) became operational at the CWRF. The ECUA initiated the \$1.8 million project after it was determined that the needs of the public for proper and environmentally sound septage treatment and disposal services were not being adequately provided by the private sector. We also are moving forward with expansion of our reclaimed water system through the receipt of a \$522,000 grant from the Northwest Florida Water Management District.

The Pensacola area experienced historic rainfall and the associated flooding at the end of April 2014, when parts of our service area saw rain totals exceeding 24 inches over a 24-hour period. The resulting flooding had dire impacts throughout our community, and the ECUA utility system incurred its share of damage. Many road segments were washed out, along with the associated loss of underground infrastructure. Low-lying areas were flooded and a large number of our wastewater lift stations were inundated and, in some instances, destroyed. As a result of the unprecedented storm, the federal

government issued a disaster declaration, allowing Federal Emergency Management Agency (FEMA) consideration of public assistance funding for recovery. Much of the year was dedicated to working with federal and State authorities to gain funding authorization for the emergency response and repairs.

The ECUA continues to pursue and implement innovative measures across its suite of utility services. In a coordinated effort to improve both our water reclamation and sanitation services, we have initiated the start-up of a composting program that will process yard waste and sewage biosolids (sludge) together. After the completion of planning and design work, we received the permit needed to move forward with the project and began clearing the property for the processing site. Once in place, the composting program will result in a usable end product through the production of a usable mulch, while providing operational cost savings through avoiding current expenses related to drying the biosolids as well as disposal of the yard waste in a landfill. Another important advance for our sanitation services is the provision of recycling service to neighboring Santa Rosa County, starting in July 2014. This service entails private sector contractors picking up recyclables from Santa Rosa County residents and delivering them to the landfill, where ECUA takes delivery and transports them to our recyclables processor in Montgomery, AL. Last but not least, our recent investment to migrate to a CNG (compressed natural gas) fleet continues to pay dividends through significantly lower operating and maintenance expenses, along with a State of Florida rebate of over \$62,000 for the purchase of CNG vehicles.

In what seemingly was a quiet year for our water operations, we continued our commitment to water quality for our customers, with our professional staff of state-certified water operators and our own in-house laboratory. We moved forward with planning for the development of future water wells on our CWRF property, which encompasses over 2,000 acres. Several years ago, the ECUA received over \$10 million through a legal settlement for a groundwater contamination issue. Those funds are dedicated to meeting future water demands, which include our current efforts to evaluate the potential for developing a wellfield on the CWRF property.

The challenge of meeting high customer expectations and stringent regulatory requirements drives our dedication to quality service. The ECUA is committed to empowering our employees and facilitating their efforts to provide the most outstanding utility service possible.

Stephen E. Sorrell, P.E., M.P.A.
ECUA Executive Director, April 2015



Dr. Larry Walker, Ph.D.
Chairman • District Five
(850) 723-6094
Larry.walker@ecua.fl.gov
Term expires
November 2016



Ms. Vicki H. Campbell
Vice-Chairman • District One
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Term expires November 2016

Ms. Lois Benson
District Two
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Term expires
November 2018



Mr. Elvin McCorvey
District Three
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Elvin.mccorvey@ecua.fl.gov
Term expires
November 2016



Mr. Dale Perkins
District Four
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daleperk@aol.com
Term expires
November 2018



The five elected members of the ECUA Board are charged with formulating and adopting policies, procedures, rules and regulations, including the setting of consumer rates necessary for the ownership, management, operation, and maintenance of ECUA's utility systems. Each Board member is elected from one of Escambia County's five electoral districts and serves a four-year term. The terms are staggered, with elections taking place at two-year intervals.

Representatives of districts one, three, and five, are elected in the same cycle while representatives from districts two and four are elected in the alternate election cycle.

The Board's business is conducted at public meetings scheduled on a regular monthly basis and held in the boardroom of the Emergency Operations Support Addition on the ECUA's Ellyson Industrial Park campus, located at 9255 Sturdevant Street, Pensacola.

ECUA Board members may be contacted through the information listed on this page or by contacting Ms. Linda Iversen, Executive Assistant to the Board, at (850) 969-3302.



FINANCE



REVENUES

- 1% Investment Income
- 2% Misc. Revenues
- 16% Sanitation
- 33% Water
- 48% Wastewater

Total Revenues:
\$113,004,623



EXPENSES

- 7% Material and Supplies
- 25% Support Services
- 34% Debt Service
- 34% Personal Services

Total Expenses:
\$108,189,959

Certificate of Achievement for Excellence in Financial Reporting

For the twenty-sixth year in a row, we applied for and received the Certificate of Achievement for Excellence in Financial Reporting. This certificate recognized the format of our Comprehensive Annual Financial Report (CAFR) for the year ending September 30, 2013. This CAFR provides, in addition to the audited financial statements, historical information on the ECUA for revenues, expenses, the numbers of customers, volume of water pumped, and various other data for the previous decade. It also provides a summary of major organization accomplishments for that year, while identifying future goals.

Online and IVR Payments

This was our first full year with the new payment-processing vendor Kubra EZ-Pay. This payment-processing vendor provides ECUA customers with the ability to pay their bill by credit or debit card, via phone or online, for a small fee. Over the past year, Kubra has processed 240,000 payments (an average of 20,000 payments per month), an increase of 3,000 payments per month over our previous vendor. The current charge for payments, up to \$500, is \$1.45.

Department Statistics

In fiscal year 2014, Accounts Payable Division processed 24,890 invoices for payment. Purchasing & Stores Division prepared and processed 1,140 regular purchase orders, 301 blanket purchase orders, 132 emergency purchase orders, 12 formal bids and 22 construction bids. Payroll processed 71 new employees, 7 employees entered the DROP retirement program, and 62 employees left ECUA's employment, 22 as retirees.

The Purchasing (Visa) Card Program completed its eleventh full year of company-wide usage. There are currently 237 Visa Cards being used by ECUA employees. These cards allow employees to purchase items costing \$2,499 or less, and are a more cost-effective method of making small-dollar purchases. Purchases using the VISA card for the fiscal year totaled \$2,144,897.

The ECUA Warehouse processed a total of 4,906 issue tickets with a total value of \$1,477,780. The value of the inventory on-hand on September 30 was \$1,321,371.

ASSETS

- 5% Other Assets
- 6% Cash and Investments
- 11% Construction Funds
- 78% Utility Plant

Total Assets:
\$915,251,292

LIABILITIES/NET ASSETS

- 3% Other Liabilities
- 42% Long-term Debt
- 55% Net Assets (Equity)

Total Liabilities/Net
Assets: \$915,251,292



100

manholes were
rehabilitated in 2014

30,000

linear feet of pipe
was cleaned and
inspected

Main Street WWTP Replacement

The following construction contracts were brought to completion:

- Emergency Operations Support Addition (CS141E)
- Miscellaneous Lift Station Upgrades - Phase I (CS141V)

Design work on Phase II of the miscellaneous lift station upgrades was completed, with several stations deleted from the original list after a review of flow projections and patterns. Renovations to the System Operations and Maintenance Building are nearing completion.

Annual Sewer Rehabilitation and Inspection Contracts

The Engineering Department managed unit-price contracts for cleaning and TV inspection of existing sewer lines and for various trenchless methods of repair for identified major rehabilitation needs. Using these contracts, 30,000 linear feet of pipe were cleaned and inspected, and 15,500 linear feet of pipe were repaired using trenchless lining methods. Additionally, approximately 100 manholes were rehabilitated in 2014 under ECUA's annual unit-price contract for manhole rehabilitation.

Sanitary Sewer Overflow (SSO) Consent Order

This year, ECUA submitted four Quarterly Reports to FDEP on the progress and compliance associated with the approved Comprehensive Evaluation Plan. We obtained FDEP approval for the updated spill reporting form, which enables us to more completely capture SSO information. We completed initial staff training on spill volume calculations and emphasized the maximum recovery of the spill contents. Consultants completed the computer model calibration efforts utilizing wet-weather flow monitoring data. We communicated with FDEP staff regarding specific guidance for in-kind projects, and received notice from FDEP regarding the stipulated penalty assessment for June 2012 – September 2013. FDEP approved the in-kind project (Pine Lake Estates Low Pressure Sewer System) to satisfy the penalty.

rehabilitated
1,100
sewer service
laterals

Pen Haven and Cantonment Inflow and Infiltration

Two areas in the ECUA sanitary sewer collection system experienced chronic sanitary sewer overflows (SSOs): Pen Haven and Cantonment. All sewer mains in Pen Haven were lined in prior years and the Cantonment area, south of Muscogee Road, was lined in the first quarter of 2014. To further address the inflow and infiltration issues that were not significantly reduced by sewer main lining alone, the Board awarded a contract in June 2014, to rehabilitate an estimated 1,100 sewer service laterals within the public right-of-way. To date, the contractor has rehabilitated over 750 laterals, with completion of the remaining laterals expected in the first and second quarters of 2015.

Downtown South Excavated Sewer Point Repairs

Downtown Pensacola has historically experienced a high level of inflow and infiltration. Some of the sewer mains in the southern parts of downtown have either undergone or will undergo rehabilitation using the cured-in-place pipe lining (CIPPL) approach. There are portions of the sewer system, however, that require the traditional excavation and replacement methods to effect a repair. To that end, four sewer basins were divided into two phases (A4/A4A and A5/B2) and the point repairs were competitively bid. Work on these two contracts is now underway. The construction consists of a total of 30 excavated point repairs, replacement of approximately 8,000 linear feet of sewer main, replacement of 58 lampholes with manholes, and replacement of 138 sewer service laterals.

Flow Monitoring

One of the key components to reducing sanitary sewer overflows (SSOs) in the ECUA collection system is sewer rehabilitation or replacement. A strong indicator of problems, which also provides direction to rehabilitation or replacement efforts within the sanitary sewer collection system, is the amount of inflow & infiltration (I&I) that is identified in any given sewer basin. ECUA purchased and installed fourteen flow monitors and four rain gauges for the purpose of long-term sewer flow data collection. The results of the flow monitoring not only assist in the measurement of I&I but also are useful in other ways such as:

- Prioritizing sewer rehabilitation, making the I&I reduction program more efficient.
- Aiding in calibrating the sewer system hydraulic model and determining the sewer's appropriate capacity.
- Providing flow data during different weather and tidal conditions.
- Measuring the reduction in I&I to support progress in addressing the FDEP Consent Order.

Engineering Manual Update

The Department has been working on a major update of the ECUA Engineering Manual for quite a while. In 2013, the staff implemented a set of interim lift station standards aimed at providing a more efficient, less maintenance-intensive and durable design. In February 2014, representatives of the development community appealed to the ECUA Board seeking relief from the interim standards.

replaced
2,200*

linear feet of sewer
main, ranging from
8 to 15 inches in
diameter.

Given the entire manual was under review, the staff undertook to complete the manual update in conjunction with whatever modifications might come out of a review of the interim lift station standards. Work continued through the summer, and in October an open meeting was held to solicit comments. From those comments and through continued discussions with the development and engineering communities, the staff submitted a Proposed Engineering Manual update to the ECUA Board at their December meeting, which was subsequently approved. The updated manual is expected to serve ECUA's needs in the coming years as economic conditions improve and the pace of new development quickens.

Computer Hydraulic Model

ECUA operates and maintains over 1,100 miles of sanitary sewer gravity and force mains, in addition to 370-plus lift stations. Due to the size and complexity of the sanitary sewer collection/transmission system, it is imperative that ECUA develop a master plan to determine impacts from new developments, manage growth, assist in reducing and documenting reductions in inflow and infiltration, and optimize system operation.

To this end, a hydraulic model was developed and completed in January 2014. Initial calibration of the model was completed in 2014, and the model is available to reference and expand upon for future growth and inclusion of smaller sewer system components.

Paul Starr Drive Lift Station — The 8-inch force main serving the Paul Starr Drive Lift Station (LS185)

experienced material failures, resulting in sanitary sewer spills. The staff teamed with one of its consultants, Jehle Halstead, Inc., and the emergency contractor, Pensacola Concrete Construction (PCC), to effect the emergency repair/replacement of the force main.

Broad Street Well — Plans and specifications for construction of a water treatment facility, a well head canopy and associated site work for the Broad Street well were completed, bids received, an Award of Bid, and a Notice to Proceed were issued by late August. Construction will be completed in early 2015.

April 2014 Flood Damage Response

Due to flooding in April, ECUA's water and sewer systems sustained significant damage. ECUA hired multiple contractors to quickly complete the necessary repairs, including:

Reus Street Emergency Sewer Main Replacement

Two segments of vitrified clay gravity sewer main, buried under Reus Street, north and south of Garden Street, were partially collapsed and required repair. The contractor, Pensacola Concrete Construction Company, Inc. (PCC), replaced approximately 1,000 linear feet of sewer main and the impacted service laterals. In addition, an antiquated 6-inch cast iron water main required replacement due to its proximity to the sewer main and shallow burial depth.

replaced
360*
linear feet of
4-inch water
main

rehabilitated
2,500*

linear feet of sewer
main using cured-in-
place pipe lining.

* during the April Flood event



ENGINEERING

Water Service Renewals

The Department oversaw ECUA's continuing commitment to replacing water service lines within the system, begun several years ago in an effort to eliminate high maintenance costs caused by failing polybutylene service tubing. This past year approximately 1,400 services were replaced.

Sewer Expansion Program

Two sewer expansion projects were completed this past year. The projects completed include:

Project	Cost	No. of Services Constructed
Gardenia Circle	\$340,500	90
Russell & Virgo	\$484,400	25
Total	\$824,900	115

Mobile Highway Tank and Pumping Station:

Construction of a 2-Million Gallon (MG) concrete water storage tank and pump station was completed and these facilities were placed into service.

Development Project Review

Private residential and commercial development requires ECUA Engineering Department review, approval, inspection and acceptance for most extensions to the water and sewer systems. In 2014, the Department received 17 developer-sponsored system extension projects for review, and 56 commercial project submittals, deemed to be single-service connections to existing water and sewer lines.

CDBG Fire Hydrant Program

Every year the Department oversees approximately \$90,000 in work replacing and upgrading older water mains in order to provide adequate water for fire protection. This year the project involved approximately 2,745 linear feet of pipe and six fire hydrants. This work is funded through the Escambia County Community Development Block Grant (CDBG) Program.

Antiquated Water Line Upgrades

Every year the Department oversees work replacing and upgrading older water mains where customers may be experiencing problems with water quality or pressure. Three projects were completed in 2014, involving the replacement of approximately 40,000 linear feet of water lines and the installation of 16 fire hydrants.

Utility Relocation Coordination

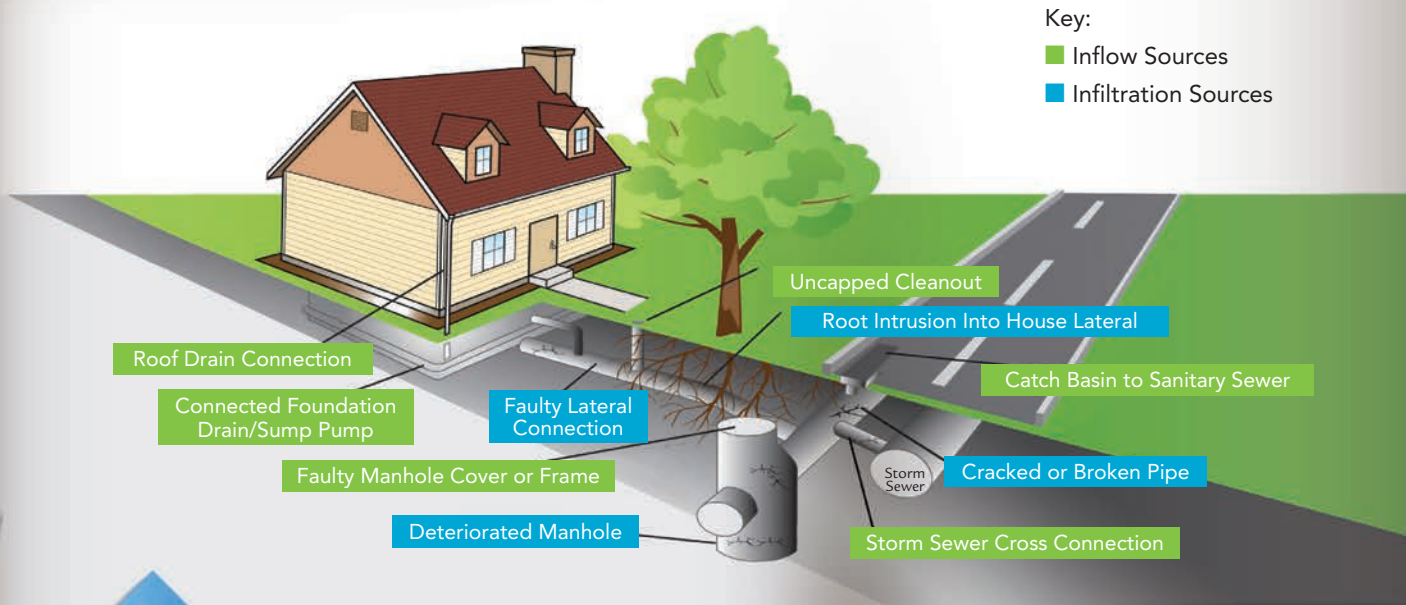
Coordination of utility relocations continues to be a challenging task due to the number of agencies, utilities, engineering consultants, and contractors involved. Factors such as the engineering, economic, and public impact aspects add to the projects' complexities. The sheer volume of local roadway projects makes the depth and breadth of utility coordination very demanding.

Major roadway construction stemming from City, County, State, and Federal projects continued throughout the ECUA service area in 2014, requiring extensive utility coordination. ECUA's coordination efforts have focused on finding ways to minimize relocation scope and costs, which in turn minimizes customer impact as much as possible.

Several roadway improvement projects have been proposed for the area over the next few years that would require a considerable investment by ECUA for utility relocation and possible expansion of the sewage collection system. Staff continues to monitor the status of these projects in order to anticipate future budget requirements.

Significant utility relocation projects completed in the past year include:

- I-10 widening (Davis Hwy. to Scenic Hwy.)
- Bauer Road Bridge Replacement (over Garcon Creek)
- Twelfth Avenue Bridge (over Carpenter's Creek)
- Perdido Key Drive Beach Mouse Crossings



What is I&I?

Excess water that flows into sewer pipes from stormwater and groundwater is called inflow and infiltration, or I&I. Stormwater rapidly flows into sewers (inflow) via roof drain downspouts, foundation drains, storm drain cross-connections, and through holes in manhole covers. Groundwater (infiltration) seeps into sewer pipes through holes, cracks, joint failures, and imperfect connections. Most I&I is caused by aging infrastructure that needs maintenance or replacement.

Why It Matters

ECUA has committed considerable resources to the elimination and reduction of sewer inflow and infiltration (I&I) in the last three fiscal years. This is an issue that affects, and is of great concern to wastewater utilities throughout North America. ECUA has laid out a 15-year plan to address the situation. Protecting public health and the environment – and reducing wastewater treatment and transmission costs are direct benefits of a regional I&I control program.


Why Is I&I a Problem?


Extra water in the sewer system is a problem because:

- It takes up capacity in the sewer pipes and ends up at the water reclamation facilities where it must be treated like sewage, increasing treatment costs.
- Over time, it requires new and larger wastewater facilities to convey and treat larger volumes of flow, resulting in higher capital and operating expenditures.
- I&I flows contribute to sewer system overflows into local homes and the region's waterways, negatively impacting public health and the environment.



SHARED SERVICES Customer Service



Renovations to the Customer Service Department offices were completed in April 2014, enhancing the walk-in and call center areas with more ergonomically sound and safer work stations. 

Customer Service Annual Totals 2014:

Calls Answered	342,721
Mail Inquires processed	1,397
Emails processed	8,060
Fax Inquiries processed	5,462
Walk-in customers served	15,292
Work Orders issued	38,677

Customer Service extended the call center hours to 7:00 p.m. Monday – Friday in April. The 11:00 a.m. to 3:00 p.m. schedule has provided needed coverage during our peak call hours and lunch breaks. Consequently, we have noted a tremendous decrease in abandoned calls over the following months, and are expecting better numbers in 2015.

In addition, Customer Service has added a third part-time employee to assist with the Atrium Receptionist area, providing consistent staff coverage in this area.

Four Water Service Technician positions were established in September after a trial period during which these temporary employees ‘shadowed’ their permanent counterparts. The four employees proved to be vital in the processing of ‘cut-non-pay’ work orders, and were hired on a full-time basis as Water Service Technicians. The ‘cut-non-pay’ orders are now current and are being processed in full on a daily basis. Further, technicians have been trained to process and close these orders electronically. Once the orders are uploaded, the Customer Service Specialists are able to access this information. This procedure has eliminated the processing and closing out of cut-non-pay work orders at the end of the day and any associated need for overtime.



911
grease manifests
were handled and

2,448
inspections were
completed in
2014

Civic Organizations provide an excellent venue for spreading the FOG message. A few of the organizations with whom we visited this year are: National Active Retired Employees Assoc.; UWF Environmental Meeting; Pensacola Port Users; Five Flags Sertoma Club and Kiwanis Club of Pensacola.

2,932
gallons of
residential cooking
oil were collected
in 2014

The FOG Division has made community outreach a major factor in educating the public about the hazards and dangers of improper disposal of FOG. FOG presentations were conducted at the following locations: NAS Pensacola and Corry Station for both of their Earth Day and Go Green events; the Pensacola Beach Earth Day events; Escambia County School District; Pensacola Beach Elementary School; Escambia County Health Department; Sacred Heart Annual Great Pumpkin Race; Pensacola Gallery Night; Perdido Key and the African American Chambers of Commerce; and over 100 community watch meetings and events.

The media continues to be a great partner in getting our FOG message out. These include Gosport Publication, Pensacola News Journal, Independent News, WRNE, WEAR-TV, WEBY, WUWF-FM, Island Times, FOX 10, WNRN and WCOA.



SHARED SERVICES

Human Resources & Administrative Services

The Department of Human Resources and Administrative Services staff enjoyed a productive and progressive year enhancing quality of services to our most valuable resource - our employees. The department experienced a period of transition as two staff members retired and one new Human Resources Generalist joined the team.

Enhanced Corporate Communication

Clear, effective, and timely communication continued throughout the year through scheduled employee meetings, quarterly HR-on-the-Road location visits, distribution of HR Bulletins and For Your Benefit newsletters. Staff's commitment to visit each ECUA location quarterly continued to fortify employee relations. The highlights of the printed and face-to-face communication included policy and safety updates, recruiting and employee achievements, on-site flu vaccinations, and new benefit plan information and plan updates.

Enhanced Organizational Structure

Staff collaborations with other departments include: establishing a career progression plan for the Water Production SCADA staff, effective FY2015; recruitment for nine highly competitive positions with the newly-established Wastewater Infrastructure Department, ranging from Manhole Coordinator to Project Engineers; and establishment of a seasonal trainee pool of part-time Sanitation Collection Trainees to fill full-time vacancies for the Sanitation Equipment Operator position more quickly.

122

employees became
certified in
First Aid/CPR

Benefits Management: Charting the Course to Sustain Cost Containment

The ECUA Board directed staff to issue a Request for Proposal (RFP) for an Employee Benefits and Insurance Consultant. The process was completed and the new consultant was under contract as of July 1, 2014. Even though the decision was already made to select Florida Municipal Insurance Trust (FMIT) as ECUA's medical insurer effective October 1, 2013, the consultant was able to provide timely insight and support for the FMIT health insurance renewal for FY2015.

The change to FMIT as ECUA's medical insurer in October 2013 was significant for employees and the ECUA. Staff initiated an education campaign that emphasized:

- An overall medical insurance premium savings of approximately 8%.
- A first-time, four-tier rate structure to better meet individual needs.
- A re-design of the plans to prompt consumer-driven practices.
- Reduced out-of-pocket costs for many medical and pharmacy services.
- A Medicare replacement option for retirees.
- Provision of a customized wellness program.



19 employees obtained their Class "A" CDL
68 became certified in Maintenance of Traffic
25 received their OSHA 10-hour certification

The positive effect on the employee experience was evident. Many redirected their medical plan premium savings and elected tax-advantaged options, or increased coverage in other benefit areas. Over the course of the year, employees participated in FMIT's on-site and online wellness events, including health screenings, assessments, coaching, and monthly webinars. Moreover, the program's recognition component encouraged and rewarded ongoing participation.

Communication is Key to Employee Engagement

Staff utilized varied methods of communication to inform and educate employees regarding all aspects of the medical plan options for fiscal year 2014. Education and enrollment meetings were conducted separately and in phases at various work locations. Over the course of 35 meetings, attendance totaled 1,350. Education was reinforced through a re-established online benefits management system, various written communications, postings on ECUA's Intranet, insurer representatives, and one-to-one assistance.

Our legal counsel conducted educational classes for employees on the topic of Diversity, Harassment, and Being Respectful in the Workplace. By offering 24 sessions during this period, we had 100% employee participation.

Three hundred and seven employees and family members attended Florida Retirement System (FRS) workshops, which educated employees on the essential elements of FRS retirement, short-term and long-term investment planning, and saving for retirement.

A Compensation and Benefits Report was presented to each employee to provide an overall picture of gross earnings, plus the value of ECUA's contribution in providing insurance, leave, and retirement benefits. Finally, HR-on-the-Road visits continued to be a critical communication tool for employees in outlying ECUA worksites.

Varied Programs Meet Diverse Interests

Employees engaged in baseline health screenings and completed online health assessments at the "Know Your Numbers" event, which was a huge success with 223 participants. The results provided ECUA knowledge for planning future wellness initiatives and potentially influence the frequency of related medical claims.

The Tuition Reimbursement Program continued to provide an avenue for employees to increase their knowledge and pursue career advancement. Participants pursued Associate or Bachelor level degrees, as well as for earning continuing education credits.

Employee interest in the Healthy Choices Reimbursement Program steadily increased each fiscal year, with most choices relating to fitness or weight management. In 2014, reimbursements were made for 143 healthy choices in the amount \$16,260. Weight Watchers at Work, an on-site weight management program, yielded many successes and continues to generate new interest each year.

Continuous Improvement

Staff conducted five performance evaluation training sessions for seasoned and first-time supervisors, covering protected leave considerations, generational differences in the workplace, and employment law. On-going diversity education was provided to each new-hire, and over 80 employees were promoted, progressed, or transferred in FY2014. Four promotions were to supervisor positions.

Staff executed all safeguards to remain in full compliance with EEO, Drug Free Workplace program, and all federal, state, and regulatory requirements.

Employee Related

The Human Resources staff managed the annual employee performance evaluation/merit process and audited 500+ employee evaluations. Through coordination with the Information Technology (IT) department and Payroll staff, an electronic scanning process was developed to capture and upload employee performance data, for a more efficient and streamlined process. Staff screened and processed 3,371 online job applications, and recruited and filled 64 vacancies.

Staff directed ECUA's six-week tobacco cessation classes, as required by law. The classes were specifically designed by a third-party vendor and all participating employees successfully complied with the terms of the program.

Staff managed the Emergency HAZMAT Call-Out Roster program that boasts 14 approved CDL drivers, who responded to the one hundred-year rain event in April 2014, when disaster team members were called into action. Finally, staff audited and verified State of Florida driving records for 400+ employees in DOT or Safety Sensitive driving positions.

4,959

hours of training were conducted in safety, diversity, certification and supervisory skill development

HR Processes

Through better uses of technology and data analysis, the staff provided quarterly HR Metric summary reports to track employee demographics, turnover, and recruiting efforts.

Staff completed and submitted the US Census Annual Survey of Government Employment report, the Occupational Employment Report of State and Local Government survey for the Florida Agency for Workforce Innovation, within required deadlines. Finally, the successful temp-to-hire programs for the three most frequently recruited positions were continued and staff participated in the CompData Utility Industry compensation survey.

Community Involvement

To promote the presence and awareness of ECUA throughout Escambia County and professional associations, staff participated in over eleven community events and job fairs.

Staff's Professional Development

The staff's professional certification renewal, professional growth, and educational development continued with PHR and SPHR certified members: All certified staff earned continuing education units (CEU) to meet the 3-year goal of acquiring 60 CEUs through participation at legal seminars, SHRM chapter seminars, webinars, National and State SHRM conference attendance, and trade journal article reviews.

Risk Management

An RFP was initiated and completed for the selection of an Agent-Broker for Commercial Insurance and Bonds, and a new agent was under contract effective September 2014. One hundred and seventy-four case files were opened and investigated for general liability claims against ECUA, with settlement payments totaling \$94,517.95. Staff opened and serviced 103 ECUA-involved vehicle claims; and pursued subrogation recovery for 14 ECUA-property-damage claims caused by others. Through subrogation efforts, ECUA recovered \$43,027 to offset property damage losses. There was a 65% reduction in new workers' compensation claims processed in FY2014, compared to claims processed in FY 2013.

Insurance

Staff reviewed and maintained insurance policies for: General Liability, Property, Automobile Liability and Physical Damage, Directors & Officers/Employment Practices Liability, Excess Workers Compensation, Flood Insurance, and Pollution Liability.

Staff completed analysis and reconciliation of the Florida Municipal Insurance Trust (FMIT) Automobile Insurance schedule and is completing the analysis and reconciliation of the FMIT Property Insurance Schedule. Part of the analysis and reconciliation included information gathered during the Asset Survey by Synergy ID, which was started in April of 2014. Staff is currently working with Synergy ID staff to have the evaluation completed in 2015. Staff completed the State of Florida requirements for the Tier II chemical reporting of hazardous chemicals located at the ECUA facilities through E-Plan reporting.

7

employees received forklift certification

4

received backhoe certification



SHARED SERVICES Sanitation

Administration Division

Closure of West Florida Recycling (WFR)

A significant portion of FY 2014 was spent dealing with the closure of West Florida Recycling and its aftermath. West Florida Recycling began providing processing of ECUA-collected recyclables in 2010, eventually extending this service to Escambia County, Santa Rosa County, the City of Pensacola, the Escambia County School Board and most local private waste haulers. Unfortunately, WFR's flood-prone site, as well as a downturn in the recyclables' markets and permit violations, forced them to cease operations in April 2014.

Sanitation staff had foreseen WFR's closure and sought alternative facilities to process ECUA-collected recyclables. Staff secured a Florida Department of Environmental Protection (FDEP) recyclable transfer station permit for its Godwin Lane Complex, purchased over-the-road transfer equipment, and reached a short-term recyclables processing agreement with RockTenn Recycling in Atlanta, Ga. These pro-active measures placed ECUA as the only agency in the region that did not begin landfilling recyclables following the closure of WFR.

In May 2014, the ECUA reached a two-year term agreement with IREP of Montgomery, Ala., to process ECUA recyclables. The City of Pensacola began transporting recyclables to the IREP facility the following month. In July 2014, The ECUA and Santa Rosa County reached an agreement whereby the ECUA would begin transporting recyclables to IREP from Santa Rosa County.

The closure of WFR and its aftermath led to renewed discussions and, eventually, an agreement between the ECUA and Escambia County to jointly bring a waste and recyclables processing facility to Escambia County. Based on those discussions, Escambia County and the ECUA issued a joint Request for Qualifications (RFQ) in November 2014 for a Mixed Waste Processing Facility (MWPF). That joint process will continue in FY 2015, with the goal of a locally-constructed MWPF sometime in 2016.

Second Compressed Natural Gas Fueling Station

In March 2013, the ECUA Board approved an agreement with Pensacola Energy to provide a second compressed natural gas (CNG) fueling station for the greater Pensacola area – this one on ECUA property at the Ellyson Industrial Park on Copter Road. Construction of the second facility was completed in June 2014. The Copter Road CNG facility includes two fast-fill pumps and eight individual slow-fill stations, and it will be the primary CNG fueling site for most ECUA Water and Wastewater Department vehicles. It will serve as a backup site to the ECUA Sanitation Pine Forest Road CNG Fueling Station that was completed in 2012.

Flood Clean Up

On April 29, 2014, the Pensacola Area suffered the ravages of a historic flood event. Thousands of homes in Escambia County and the City of Pensacola were damaged by the floodwaters. ECUA Sanitation crews began the clean up of flood-related debris within days of the flood, even before a Declaration of Disaster was received. Sanitation crews and supervisors worked from dawn to dusk, seven-days-a-week, to remove the flood debris. The Bristol Park and Lake Charlene areas were hit particularly hard and received almost immediate attention from ECUA crews. Flood-damaged homes were spread throughout Escambia County, and ECUA crews assisted in all areas. Crews removed flooded furniture, drywall, carpeting, lumber and any other debris placed at the curb by residents. Normally, these materials are not collected by the ECUA without an additional charge; however, the ECUA Board directed staff to clean up the debris free of charge to help the community recover as quickly as possible. ECUA Sanitation crews ended the clean-up effort on June 16, having collected 3,195 tons of debris. Staff documented all costs associated with the clean-up effort and submitted a request to the Federal Emergency Management Agency (FEMA) for reimbursement of flood-related expenses. Staff is still waiting for a final determination of that request.



As of
October 1, 2014

49,174 or 66%

of ECUA customers were
participating in the
recycling program.

Recycling Division

As of October 1, 2014, 49,174 or 66% of customers were participating in the recycling program. In FY 2014, 2,649 (an average of 51 new recyclers each week) began participating in the ECUA recycling program. During the year, the recycling program collected 12,064 tons, or over 24.1 million pounds, of recyclable material, a 932-ton increase over the 11,132 tons of recyclables collected in FY 2013.

The closure of West Florida Recycling in April 2014 had a significant impact on the Recycling Division's operations. After permitting by FDEP, staff began using an existing concrete pad at the Sanitation Complex on Godwin Lane as a recycling transfer site. Recyclables collected by ECUA trucks were dumped on this pad and reloaded in a semi-tractor trailer for transport to the recycling processor, IREP, in Montgomery, Alabama. This has always been intended as a temporary arrangement and will only be used until a permanent processing facility is constructed in Escambia County as part of a joint effort between the ECUA and Escambia County. While a temporary measure, Sanitation staff has worked very hard to ensure this location is kept clean and the recycling route trucks are able to dump their loads of recyclables and return to the collection route as quickly as possible. These efforts have allowed this system to function very well, with limited operational issues. The system worked so well that, in July 2014, the ECUA signed an agreement with Santa Rosa County to provide the same loading and transport service for recyclables delivered to the Santa Rosa County Landfill.

Yard and Bulk Waste

During FY 2014, ECUA yard trash crews collected 25,122 tons of yard trash, an increase of 2,496 tons compared to FY 2013.

During FY 2014, ECUA bulk waste crews collected 7,064 tons of bulk waste, an increase of 1,526 tons compared to FY 2013. This increase is a direct result of the changes to the bulk waste program, approved by the ECUA Board in FY 2012. The program now provides weekly collection without a call-in needed, which reduces the time bulk waste stays at the curb and has improved the appearance of Escambia County neighborhoods.



SHARED SERVICES Sanitation

Commercial dumpster operations resulted in the collection of **11,216 tons of garbage** from locations on Pensacola Beach and the Mainland of Escambia County, an 8% increase over FY 2013.

Residential Division

In FY 2014, each of ECUA's 74,822 residential customers generated an average of 1.47 tons of waste, for a total of 74,779 tons of residential solid waste.

This is a reduction of 169 tons when compared to FY 2013, and believed to be attributable to the continued growth of the ECUA recycling program. While the amount of disposed tonnage was reduced, the total cost of disposal increased due to another 3.5% rate increase at the Perdido Landfill in FY 2014, to \$43.54 per ton. The total disposal cost for residential garbage was \$3,268,032 in FY 2014 (\$3,196,761 in FY 2013).

Roll-off services provided 1,544 service pulls and 414 container deliveries throughout 2014.

Commercial Division

The commercial roll-off operation experienced a decrease in requests for service in FY 2014. Roll-off services provided 1,544 service pulls and 414 container deliveries throughout the year. The total number of requests for roll-off service was 1,958, a 9% decrease when compared with FY2013. Staff believes the decrease is due to the use of roll-off containers by ECUA crews during the flood cleanup, which reduced roll-off container availability for regular customers. Heavy rains during the summer also limited construction activity, which reduces roll-off container activity. The ECUA Sanitation roll-off service is a major benefit to other ECUA departments as this service provides other ECUA departments with an in-house roll-off service provider at rates below those offered by the private sector.

Commercial dumpster operations resulted in the collection of 11,216 tons of garbage from locations on Pensacola Beach and the mainland of Escambia County, an 8% increase over FY 2013. On December 31, 2013, the ECUA's five-year non-competition contract with Allied Waste for commercial accounts on the mainland of Escambia County ended. This allowed the ECUA Commercial Division to resume providing collection service to commercial accounts on the mainland of Escambia County. ECUA has not yet begun marketing the commercial service but is accepting new commercial accounts on request. As a result, the Commercial Division added 21 new customers in FY 2014.

78

tons of HHW were collected in 2014

Household Hazardous Waste (HHW) Collection Program

ECUA Sanitation crews continued curbside collection of tires, propane tanks, batteries, household electronics and appliances as part of the HHW program in FY 2014.

The program generated 4,812 (3,682 in FY 2013) requests for pick up of various items during FY 2014, and continues to be popular with customers. During FY 2014, 20 tons (20 tons in 2013) of electronics, 41 tons (50 tons in 2013) of appliances, and 41 tons (41 tons in 2013) of tires were collected. Approximately 48 batteries and propane tanks were also collected through this program.

The ECUA Sanitation HHW curbside collection program also continued during FY 2014. This program resulted in the collection of 156,049 pounds or 78 tons of paint, chemicals, fluorescent light bulbs and other types of HHW. We have experienced no collection problems with this program and the service has proven to be very popular with customers.



239
edit requests
were performed
in 2014

The I.T. Department continued support for our web-based enterprise training site. This site gives all ECUA employees access to hundreds of courses in a large variety of subjects. Employee training is managed by supervisors, and can be assigned and tracked. It also gives the ECUA the ability to publish internally developed training on the site so that employees can access it with a web browser.

The I.T. Department was also involved in the successful move of our call center from a temporary work area to their renovated offices. Computers and phones for over 25 employees were moved during working hours without impacting their call loads.

This year, ECUA's Information Technology Department assisted with in-house requests for computer automation, provided timely access to data, and performed other supporting roles at a time when ECUA is experiencing a growing demand for new and improved computer capabilities and communication.

The I.T. GIS Division, in its effort to keep our system maps current, performed over 106 sewer edit requests and 133 water edit requests over the course of the year. Staff installed a web-based Geographic Information System (GIS) application called Vantage Points, a powerful application that allows the ECUA to easily query and analyze GIS and utility data without extensive GIS knowledge. This will improve our efficiency, reduce costs, and increase productivity. In addition, staff developed training materials and provided training to over 60 ECUA employees on the application.

The staff continued deploying a wireless work order application. This application will be used by Regional Services and Customer Service, to permit the electronic transmittal and completion of orders in the field, and eliminate the current paper work orders. The application has been enhanced to provide mapping capabilities that will allow efficient routing of our field crews. We began field testing the application in 2013, and started deploying it to our field crews in 2014.

The I.T. network staff expanded ECUA's wireless coverage in key areas so that employees with laptop computers and handheld devices can access the network. We also began deploying a mobility solution that will allow network access from the field. A new fiber optic internet connection was installed to allow streaming of ECUA Board Meetings.





SHARED SERVICES

Communications & Government Affairs

Public Information Office (PIO)

Our PIO staff coordinated numerous events throughout the year with several community partners. Highlights include a number of annual Earth Day events: Perdido Springfest, Earth Day NAS Corry Station, Earth Day on Pensacola Beach, "Go Green" Week at NAS Pensacola, and Bay Day at UWF. Always eager to work with our military neighbors, we presented at the NAS Pensacola and NAS Corry Station Energy Expos, highlighting our efforts in the recycling of used cooking oils into biodiesel fuel. Our staff spoke at numerous Neighborhood Watch and neighborhood association meetings, discussing ECUA environmental programs and recycling options.

With our partners at the Florida Small Business Development Council (SBDC) Procurement Technical Assistance Center Program, we held 4 workshops aimed at assisting small and minority-owned businesses to learn how to "do business" with ECUA.

ECUA PIO staff was on site providing up-to-the-minute information regarding clean-up operations in the wake of the April flood event. Their presence in some of the most devastated neighborhoods – Piedmont Road, Bristol Park, and Lake Charlene, to name but a few, served to reassure residents and to collect vital information as to where ECUA resources could most effectively serve.

Our successful venture into the use of compressed natural gas to power our fleet led to numerous opportunities to share our story. PIO staff represented ECUA at five natural gas industry conferences nationwide.

110+
public speaking
appearances

Quality Drinking Water



Is Our #1 Priority



Live Green ECUA
www.ecua.fl.gov



ECUA in Print and ONLINE

In our ongoing effort to disseminate information in a timely and targeted manner, our PIO staff produces a variety of printed materials: a monthly newsletter that accompanies our customers' bill; refrigerator magnets for the Recycling and FOG programs; informational flyers for our residential sanitation and recycling services. Working with advertising agencies, staff guides the creation of advertising for print, television, and online publications, as well as the Authority's Annual Report, and the Annual Water Quality Report, which is distributed annually in June to every ECUA water customer.

To enhance our online presence, we launched the ECUA "You Tube" Channel this year, and began televising ECUA monthly Board meetings on WUWF-TV.

128
news releases
issued
in 2014

ECUA in the Media

This year, the ECUA embarked on an outreach effort to raise awareness and educate our customers regarding key issues: ECUA's 16-year commitment to the reduction of Inflow and Infiltration (I & I), the Fats, Oils and Grease (FOG) and disposable wipes issues, recycling/sanitation program enhancements, and the unfounded but persistent water quality concerns related to the Environmental Working Group (EWG) report of 2009.

The scope of this effort began with market research to determine key messaging points and media strategy. A micro-website, and television, radio and online advertising were developed for launch in early September. This endeavor will serve to expand awareness of the many programs and services offered by the ECUA.

70+
radio and television
interviews
conducted

Government Affairs

The Government Affairs Department continued to provide general administrative support to the Executive Director, the two Deputy Executive Directors and ECUA staff throughout the year.

This assistance included detailed support of ECUA's participation and input related to the City of Pensacola process for their consideration of a revision of City's land use regulations for the site of the former Main Street Wastewater Treatment Plant. The ECUA was offering this 19-acre, downtown-Pensacola property for sale, and the City's proposed land use regulations had the potential to negatively impact the value and the marketability of the property. The ECUA was successful in retaining the parcel's land use classification that had been in place prior to the proposed modification in the regulations.

The Department Director, working in concert with our Engineering staff, was successful in securing a \$522,000 grant from the Northwest Florida Water Management District (NFWFMD) through the first year of their Water Supply Development Community Assistance Initiative. The grant dollars were awarded for assistance in the expansion of the CWRP Reclaimed Water System. This project, when completed in 2016, will allow ECUA to provide reclaimed water to the Scenic Hills Country Club for irrigation purposes, and the University of West Florida for irrigation and industrial reuse purposes. The NFWFMD sponsored a second year of the grant program (2015), with ECUA submitting two applications at the end of the fiscal year. The District made a second-year grant award of \$425,000 to ECUA shortly after the close of the year.



A lot of time and effort were dedicated to monitoring progress with the RESTORE Act and the legal and administrative processes that guide the penalty and grant aspects related to the Deepwater Horizon oil spill, which occurred in 2010. The process is progressing on multiple levels – regional, state and local, and the ECUA has submitted RESTORE Act grant requests for consideration on all three levels. Due to the protracted legal process, this will be a multi-year effort; however, the potential return to the ECUA in the form of grants for capital projects may be significant.

The Department Director initiated the process for development of a property management plan for the ECUA's 2,000 acres at the Central Water Reclamation Facility (CWRP). This plan is expected to guide ECUA's management of the property through the next two to three decades, with a focus on ecosystem management while realizing a meaningful revenue stream from timber harvesting that will support the cost of the plan.

Finally, the Department Director provided key support in the process of establishing recycling service to neighboring Santa Rosa County, which issued a Request for Proposals (RFP) for those services. The Santa Rosa County Commission chose the ECUA to provide these services, with a formal agreement reached during June 2014. ECUA began providing recycling service at the Santa Rosa County Landfill in July.



UTILITY OPERATIONS Water Production

Water Pumped & Treated

Total Annual	11.38 Billion Gallons
Daily Maximum	53.28 Million Gallons
Daily Minimum	22.51 Million Gallons
Daily Average	31.2 Million Gallons

Professional Associations

Water Production staff continues to be actively involved in professional associations: The Florida Engineering Society; American Water Works Association; Florida Rural Water Association; and the Northwest Florida Utility Managers Council.

Water Production Projects Airport North Well

Worked with ECUA's Environmental consultant (AMEC) on a modification to the previously approved Remedial Action Plan (RAP) related to a past fluoride leak at the plant site. Recent test results on soil samples from the leak area indicate that there are no levels of fluoride in the soils above the action level. In addition, ground water sample analyses did not detect fluoride in the ground water. A report will be submitted to FDEP requesting a letter of "no further action required."

Barcelona Tank Rehabilitation

ECUA staff and legal counsel have worked with the original contractor's surety on a Takeover Agreement to finish the work on the Barcelona elevated water storage tank. The Completion Contractor began work in December 2014.

Broad Street Well

Plans and specifications for construction of all aspects of the Broad Street water treatment facility were completed, bid, awarded, and a Notice to Proceed was issued in August, 2014. The new facility will be placed in service in the spring of 2015.



**31.2
MGD**
daily average
production

Carriage Hills Water Facility Improvements

ECUA's engineering consultant has prepared draft plans and specifications for the construction of a 2-million gallon ground storage tank, pump station, water treatment facility, well head canopy and associated site work.

Carriage Hills Water Facility Discharge Main Replacement

A Utility Easement has been acquired for the construction of a new (larger) well discharge main. Construction plans and specifications for the new discharge main have been prepared, and we have submitted the permit applications. Once permits are received the construction of the new main will be advertised for bids.

Central Well Field Aquifer Performance Tests

Plans and specifications for the installation of two aquifer performance test (APT) wells and several monitoring well clusters were completed, and will be advertised for bid. The proposed water wells on the CWRF property have the potential for establishing a reliable water source for future demands on ECUA-owned property; thereby securing control of surrounding land uses and the resulting protection of groundwater quality.

Mobile Highway Tank and Pumping Station

Completed the construction and placed in service a 2-million gallon (mg) concrete water storage tank and pump station.

Pensacola Beach 3-MG Ground Storage Exterior Coating

Application of the exterior coating (dolphin and wave mural) on the new 3-million gallon ground storage tank was completed.

20-Year Water System Master Plan

CDM Smith issued a draft final report for the 20-year water master plan to ECUA staff for review, and a final report is expected soon.

Wellhead Protection Areas (WHPAs)

Continued coordination with Escambia County personnel on revisions to the County's well head protection ordinance; submitted the completed updates to the 7-year and 20-year time-of-travel WHPAs for all ECUA wells to the County.

Tank Maintenance 2014

Plans and specifications for work on six water storage tanks were completed and put out to bid.

Facility Use Agreements

- United States Navy: negotiations to renew the General Purpose Lease for Bronson Well and discharge main.
- The City of Gulf Breeze: for water supply (ECUA supplies GB with water).
- Gulf Power Co.: renewed the Staging Agreement, which allows for the staging of personnel and equipment at ECUA's Ellyson Industrial Park property during states of emergency.

Regulatory Activities

Staff submitted required data to the Northwest Florida Water Management District (NWFWM) for the Consumptive Use Permit and responded to revised requirements of FDEP Cross Connection Control for Public Water Systems Rule, 62-555.360. This included informational flow charts, customer information sheets, and other information to facilitate the implementation of the revised rule.

Well Maintenance Division

- Provided accident-free preventive maintenance and necessary repairs on equipment at all Water Production sites including: upgrading chlorine and fluoride monitoring equipment; testing of all generators to assure availability of emergency electrical power; repair and maintenance of fluoride and orthophosphate chemical feed systems.
- Coordinated with contractors on numerous projects: Leak repair of flow meter pit at Pensacola Beach Pumping Station (PBPS); draining the PBPS 3.0 MG tank for painting, replacing the Bermad® valve at Southwest Pumping Station; placing the Mobile Highway Pumping Station on line; and preparing the Broad Street Well for rehabilitation.
- Worked with Instrument/Electrical (I/E) staff to install variable frequency drives (VFDs) at six well sites. This allows well motors to start and stop slowly, reducing surges in water pressure.
- Established and filled a Water Production Mechanic Trainee position.
- Worked with ECUA's maintenance contractor, Layne, on the rehabilitation of two well sites' screens and discharge columns.

SCADA / Well Operations Division

- SCADA Operation Center personnel focused on effective reporting techniques using the SCADA Open Data Access software, and review of organizational procedures for precautionary boil water notifications, best management practices (BMP) and sewer spill reporting.
- Added a Senior Water Systems Operator (SWSO) to staff to reduce overtime, and provide more effective shift coverage.
- SCADA Operations center received 11,013 after-hours phone calls and issued: 10,075 work orders; 660 spot orders to Sunshine 811; issued 128 precautionary boil water notices; 43 best management practice and 112 sanitary sewer overflow reports to the Florida Department of Environmental Protection (FDEP) and Florida Department of Health (FDOH).
- Worked with the FDOH to implement the use of the Florida Department of Business and Professional Regulation's preferred monthly operating report format for fluoridated water systems.
- Operators and Lab personnel collaborated on sampling procedures for FDEP (ongoing).
- Provided assistance to tanker and lift station divisions with personnel qualified for emergency response.
- Working with Human Resources, created a career progression path for the Communication Coordinator's personnel.
- Operators took 413 FDEP compliance samples; visited and serviced well and pumping station sites 19,932 times.

11.38
billion gallons
total annual
production



UTILITY OPERATIONS Water Production



backflow
prevention
assemblies were
up by **166**
from 2013

Laboratory Laboratory/Personnel

Hired a new lab manager and participated in four Proficiency Testing Evaluations throughout the year.

Maintained a Safety Program of routine eye wash and shower maintenance. Lab/field operations personnel continued collection, management and analysis of samples for Precautionary Boil Water Notices and sanitary sewer overflows, in accordance with FDEP requirements.

Water

Continued Stage 2 of the Disinfection Byproduct Rule (DBPR) as required by the Environmental Protection Agency (EPA). We collected quarterly samples at two locations and all results were within standard quality limits.

Continued FDEP Corrosion Control Program directed at Lead and Copper control. Coordinated sample collection and analysis of:

- Primary and Secondary Drinking Water standards for FDEP on all potable water wells
- Lead and Copper at 54 homes for the FDEP Lead and Copper Rule
- Synthetic Organic Contaminants for FDEP at all potable water wells.
- Radionuclides at 15 potable water wells for FDEP
- Two rounds of sampling at all potable water wells for EPA's UCMR3 (Unregulated Contaminant Monitoring Rule).

Wastewater

Continued quarterly sampling on nine monitoring wells and provided our three water reclamation facilities with timely analytical results for DEP reporting and process control. Staff collected samples at the 3 plants and at eight local industrial facilities to provide analytical data for the Pretreatment Program.

Pretreatment

Staff completed nine annual Industrial Pretreatment Inspections. Issued one Ground Water Discharge Permit and two Notices of Discharge Violation. Submitted the Local Limits Development report approved by FDEP.

Coordinated annual FDEP inspection of ECUA pretreatment files and inspection reports. Staff prepared and submitted annual Pretreatment Report required by FDEP. Industrial samples were collected and analyzed for Industrial Surcharge billing.

Entered into a consent order with Armstrong World Industries (AWI) for the removal of perlite from AWI's waste stream to ECUA.

Environmental Control Division

There are now 10,254 water services with backflow prevention assemblies; 166 more than in 2013. Staff conducted Cross Connection Control surveys at 1,980 properties in 2014.

Over 9,164 customer notifications were sent regarding testing, installation, or repair of backflow prevention assemblies. Tested 421 backflow prevention assemblies at ECUA facilities, and entered 10,639 backflow prevention assembly test report results in TOKAY software.

Revised cross connection control TOKAY database letters to designate changes in multiple services at the same location. Two backflow prevention technicians earned re-certification.

The Environmental Controls (EC) division works with Customer Service and Engineering to confirm that land use codes are correct and revises the codes if needed. Staff reviewed 72 new commercial developments to ensure the proper types of backflow prevention devices are being correctly installed.

140
land use codes were
revised in 2014



Air Release Valve (ARV) Program

Regional Services continued the ARV Program, begun in 2013, geared toward improving lift station pumping efficiency and reducing noxious odors in the system. Initially, the crew was replacing old ARVs, as well as relocating those deemed too hazardous to maintain in underground vaults. Now, installations are piped to an aboveground exhaust point, eliminating the confined space entry issues, and significantly reducing the time required for future maintenance visits. 84 such valves were installed this year.

Our focus for 2015 will shift to increased maintenance and odor control of the existing ARVs, while installation of replacement valves will be performed under contract. Our in-house crew will inspect the installation work of the contractor.



8,617

routine flushes
were performed
in 2014

Water Valve Maintenance

A system-wide water valve exercising program was launched by Region South staff. Their initial focus has been to locate and evaluate the water valves in the downtown Pensacola area. New valves will be installed and nonfunctional valves will be repaired, with the objective of improving water quality in the area. This work will reduce the need for large-scale outages during maintenance, and will establish a template for valve installations in other locations in the system.

Work Orders

The wireless Work Order program was implemented through a pilot project with Region East crews. We evaluated several types of devices with a laptop offering the most flexibility of use through a full span of options ranging from a mapping function for locating lines to the Executime® sign-in processes. We have ordered additional hardware to expand the installation of devices into more vehicles during FY 2015.

Commercial Water Meters

Regions' crews tested all large commercial meters during the year. The high consumption meters were tested twice during the year due to their propensity to degrade more quickly. Region South installed a group of OMNI meters to evaluate their performance in comparison with the more widely-used Neptune meters. Initial feedback indicates less maintenance is needed by the OMNI meter, although a three-year evaluation period will be conducted.

Water Main Flushing Devices

The department has included the installation of flush hydrants on dead end lines in response to FDEP requirements. The lines are flushed regularly by crews or automated flush devices, to promote increased water quality throughout the system. The department responded to 265 water quality complaints that were primarily associated with line breaks. In addition to the above flushing, two subdivisions were flushed using the unidirectional flushing method. This approach provides the maximum scouring effect in the lines, and is primarily used in problematic areas of the system.

April Rain/Flood Event

The April rain event had a significant impact upon Regions South and East. An increased level of repairs (cave-ins, breaks, and leaks) and employee overtime combined to deplete the Regions' budget before the summer months, the normal high-volume leak and repair period.

Cut Non-Pay

The Department staff worked with the Customer Services Department on a pilot project for cuts for nonpayment. In the past, Regional Services performed the work and also performed the associated turn-back-on work. Four temporaries were assigned to the Customer Services Department to evaluate their ability to do the required cuts during a 90-day trial period. Initially, the Regions trained the temporaries to perform the cuts and eventually allowed them to complete the entire process without help. The Regions staff continue to perform all of the turn-back-on processes and will perform cuts on inactive accounts that have consumption on them.

Hydrant Crew

The Hydrant Crew performed preventive maintenance on 3,313 hydrants. They repaired 142 hydrants and located/tagged 60 hydrants not previously identified on the maps. The crew performed 20 valve insertions on ECUA projects to reduce the cost paid to a contractor.



8.2

billion gallons of
wastewater were
treated in 2014

Awards

The Central WRF received the Gold award from the National Association of Clean Water Agencies for zero violations out of 6,094 compliance points. Bayou Marcus WRF received a Silver award from the National Association of Clean Water Agencies for one violation out of 3,524 sample compliance points.

The Water Reclamation Department has been active this past year in a variety of areas including treating wastewater for beneficial reuse, coordinating with contractors on construction projects including outages, monitoring and influencing regulatory issues, renewing permits, hosting FDEP for training, conducting tours of facilities, and working with our major reuse partners and working with a variety of professional organizations. These items are detailed as follows:

Wastewater Treated and Reused

Central WRF	5.57 billion gallons
Bayou Marcus WRF	2.34 billion gallons
Pensacola Beach WRF	0.29 billion gallons
Total Flow Treated	8.20 billion gallons

Reclaimed Water Provided	6.6 billion gallons
--------------------------	---------------------

Total Solids Removed	14 million pounds
Total Nutrients Removed	3.7 million pounds
Septage and Grease Treated	11.7 million gallons (almost 5,000 loads)
Fertilizer (Biosolids) sold	4,193 tons

6.6

billion gallons of
reclaimed water
were provided
for reuse

Modifications and Ongoing Projects

A new septage receiving system was constructed and placed into service at the CWRP. This system has greatly improved the removal of debris and grease prior to discharge into the treatment facility, reducing grease balls and the problems associated with them.

Online continuous monitoring of nitrogen was implemented at the Bayou Marcus WRF by installation of five probes. This helps operators to fine-tune the supplemental carbon dosage, which reduces cost and improves permit compliance.

COD (Carbonaceous Oxygen Demand) monitoring was started at the Pensacola Beach plant to help regulate the supplemental carbon feed to the filters. This also helps reduce operating cost and improves permit compliance.

The Water Reclamation Department coordinated with the contractors on the Bayou Marcus Headworks project. This has involved demolition, coordinating access with deliveries, and various testing and outages.

A newer polymer dosing system was installed at Bayou Marcus, reducing the amount of polymer used. A leased tank was replaced with a surplus tank from CWRP for magnesium hydroxide. This cuts costs and improves reliability. We applied for a new permit for the Pensacola Beach plant, and we coordinated with FDEP multiple times on new requirements.

We initiated a land application of dewatered sludge. This reduced sludge disposal costs significantly and saved hundreds of thousands of dollars compared to landfilling the sludge.

We coordinated with Plant Maintenance on the outage and repair of the dryers at the CWRP.



Training, Regulatory and Other Issues

Six operators upgraded their wastewater operator licenses this past year. Staff continues to be involved with the Florida Rural Water Associations, the Northwest Florida Utility Manager's Council, and the Florida Water Environment Association Utility Council, and one member of staff was elected treasurer of the Board for the Utility Council.

Staff worked with ECUA's Pretreatment program on a variety of discharge issues, including new discharges and ongoing permitted discharges. We also coordinated with our major reuse partners on a number of issues including outages, flow increases, discharge variations and expansions.

During the flood at the end of April, all plants received the maximum flow that could be delivered by our collection system. Many dedicated employees worked extra hours at all plants to maintain the facilities in compliance as much as possible.

**The Water
Reclamation
Department received
a license to sell
biosolids
as a fertilizer**



UTILITY OPERATIONS Maintenance and Construction



5,784

repair work orders
completed in 2014

Plant Maintenance (PM) Division

A total of 5,784 Preventive Maintenance and Standard/Emergency repair work orders were completed this fiscal year. PM completed the expansion of our computerized maintenance management system with implementations at the Pensacola Beach and Bayou Marcus facilities.

Other PM Division annual highlights included:

- Relocation and installation of the unused magnesium hydroxide tank from the CWRf to the Bayou Marcus WRF, which will be used for BNR (Biological Nutrient Removal) process adjustments.
- Additional upgrades to dryer #1 and #2 paddle shafts and timing gears, along with inspection of the liner systems, including: hard-facing of paddle blades in the critical drying zone; resurfacing the shaft sleeves; and installation of new bearings and larger timing gears, to ensure a longer life of the dryer components.
- CWRf and the three regional lift station network control systems were upgraded and transferred to new servers, providing improved operability, reliability and graphics.
- Completion and start-up of the new septage receiving system at the CWRf.
- Inspected and cleaned the sodium hypochlorite disinfection system for the CWRf reclaimed water system.
- Repair of the Plant #1 clarifier at Pensacola Beach due to corrosion issues, using a steel seam patching compound, and coated for UV protection. The clarifier was returned to service in time for the busy 2014 summer season.
- Successful replacement of the canopy protecting the Pensacola Beach plant's sodium bisulfate system, which was severely corroded from 20 years of exposure to the elements and multiple hurricanes.



373

lift stations were
operated and
maintained
in 2014

Odor Control Division (OC)

The OC Division completed 279 work orders and continued to dose the odor-control chemical, Bioxide® Plus 71, at multiple Lift Station locations to minimize odor impacts and enhance neighborhood quality of life.

Lift Stations Division

Crews dealt with a record and abnormally high amount of rainfall (73.14") during the year. From the record freeze in late January to the April 29 rain event (24+ inches in 24 hrs.), staff and crews successfully minimized spills and outages while completing 3,614 emergency and preventive work orders.

April 29 Rain Event

After the flooding, 28 lift stations were completely submerged, including four that were severely damaged and out of service for almost 30 days. Crews established bypass pumping systems at those sites until the stations were returned to normal service. ECUA personnel completely rehabilitated two of the four damaged lift stations, saving several hundred thousand dollars. The remaining two sites are back in service and are scheduled for additional mitigation efforts.

During the 24-hour period, 303 high-level alarms and 144 power failures were recorded. We replaced 60 pumps; piping and valve repair/replacement at 24 lift stations; driveway/erosion repairs performed at 33 lift station sites.

FEMA applications for public assistance grants were successfully completed and approval was received for reimbursement of a portion of the costs incurred during this event.

60

pumps were
replaced in the
2014 rain event

105

generators were
serviced and
maintained
in 2014

Generators Division

The department completed 681 work orders and serviced and maintained 41 portable and 64 permanent stationary generators that serve the ECUA system. Staff also installed five new permanent generators (ranging in size from 200KW to 600KW) at lift station and Compressed Natural Gas filling station sites. We replaced 580 of 600 electrical connectors at lift station and water well sites served with portable generators, to be in compliance with the National Electric Code. We also complied with changes to all National Emission Standards for Hazardous Pollutants (NESHAP) and EPA record keeping requirements for Reciprocating Internal Combustion Engines (40 CFR 63) for stand-by generators and successfully completed the annual fuel tank inspections and the Tank Compliance Program with the FDEP and Health Department.

Facilities Maintenance Division

This division completed 1,016 work orders and assisted with the demolition of an old residential structure on the property adjacent to the entrance road of the CWRF. We also completed the replacement of the HVAC control system at the Ellyson complex (Customer Service Building), placing all of facilities on the same platform for ease of maintenance and operability.



EXECUTIVE STAFF



Debra Buckley, MBA
Director of Finance



Randy Rudd, BS/CISWM
Deputy Executive Director
Shared Services



Edward (Ned) McMath, PE
Deputy Executive Director
Utility Operations



Ernest Dawson, MSOM
Director of
Regional Services



Tom Dawson, Jr., PE
Director of
Water Production



Tim Haag, MPA
Director of
Government Affairs



Stephen P. Holcomb, PE
Director of Wastewater
Infrastructure



Bill Johnson, PE/LS
Director of Engineering



Don Palmer, PE
Director of
Water Reclamation



Gerry Piscopo, BSME
Director of Maintenance/
Construction
Utility Operations



David Roberts, BS
Director of
Information Technology



Cindy Sutherland, BS, SPHR
Director of Human Resources
and Administrative Services



Nettie Williams, BS
Director of
Customer Services



Nathalie Bowers, DFM, CBC
Public Information Officer



James Roberts
Public Information Officer
Three-time recipient of
Edward R. Murrow Award

**2014**Supervisory
Employee of
the Year**Kijafa R. Lee**
Water Reclamation Plant Manager

This award was presented to Kijafa R. Lee in recognition of his dedication and service to the Emerald Coast Utilities Authority.

Kijafa's commitment, hard work and extended hours, even during challenging conditions, led to zero violations of the Central Water Reclamation Facility's state regulatory operating permit. Kijafa was instrumental in getting standard operating procedures set up for chemical testing and operating procedures at the plant, as well as improving the reliability of online instrument readings.

Kijafa has focused on building teamwork, within and between departments, leading to greater work accomplishments and improved efficiencies.

We are proud to honor Kijafa as our 2014 supervisor of the year.

**2014**Employee of
the Year**Stacy N. Hayden**
Senior Project Engineer

This award was presented to Stacy N. Hayden in recognition of his dedication and service to the Emerald Coast Utilities Authority.

The complex and challenging Northwest Force Main project was successfully resolved through Stacy's involvement. Stacy managed the project through perseverance, initiative, and determination. He assembled a talented team from different departments and divisions ensuring success through positive results. The completion of this project has lowered the overall cost of system operation through reduced electrical power consumption, lower maintenance and repair costs, and minimized the possibility of future sanitary sewer overflows.

Stacy not only has engineering knowledge but he also has the people skills that make others want to work with him and keep pace. We are proud to honor Stacy as our employee of the year for 2014.





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